IMPACT OF TRAINING ON EMPLOYEE PERFORMANCE: A STUDY OF TELECOM INDUSTRY IN INDIA

SHORT SYNOPSIS

Submitted in partial fulfillment of the requirement of the degree of

DOCTOR OF PHILOSOPHY

to

Manav Rachna International Institute of Research and Studies, Faridabad
(Deemed to be University)

by

Kunika Arora
Registration number: 20/Ph.D./073

Under the supervision of

Dr. Anjali Singh
Associate Professor, Faculty of Management Studies

FACULTY OF MANAGEMENT STUDIES

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH & STUDIES

SECTOR-43, SURAJKUND –DELHI ROAD, FARIDABAD – 121001

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Certificate

I, hereby, declare that the short synopsis "Title –Impact of Training on Employee Performance: A study of Telecom Industry in India" being submitted in partial fulfillment of the requirement for the degree of Doctorate of Philosophy under Faculty of Management Studies of Manav Rachna International Institute of Research and Studies, Faridabad during the academic year 2021-22, is a bona fide record of original work carried out under the supervision of Dr. Anjali Singh and has not been submitted in full or part to any other University or Institute for degree or diploma. Further, it is certified that short synopsis is plagiarism free and proof has been submitted.

Kunika Arora
20/Ph.D./073

Signature of the Supervisor

Dr. Anjali Singh
Associate Professor
FMS-UG, MRIIRS

(Chairman, DRC)

Chairperson, CDP

ABSTRACT

"If you want to build the business, build the people." - Brownie Wise

A well-qualified and a well-trained employee is the biggest asset for a company. Education or training in the early years forms the base, and training or skill development is necessary for further professional development. Providing required training to the employees is an investment made, that helps the Employee and the organization to grow together. The present research work will focus on studying the impact of training on the employees' performance in telecom sector. The study will be conducted on the employees of major telecom companies. Literature survey does not have enough evidence to support the impact of training on employees; performance, taking selected parameters to be used for evaluating employees' performance in telecom sector. Descriptive research design will be used, and various statistical tests will be performed on the data collected through structured questionnaire. The researcher aims that the study will have positive impact of training on the employees' performance. The researcher also proposes that training will work as a motivational tool to improve employee performance.

Keywords: Training, Employee Performance, Motivation, Telecom Sector, Productivity, Job Satisfaction, Employee Motivation, Competency, Retention, Job Efficiency, Effectiveness

CONTENTS

S. No.	Description	Page No.
1	Introduction Training Telecom Sector	1-3
2	Literature Review Training Employee Performance Telecom Industry	3-6
3	Research Gaps	7
4	Research Questions	7
5	Description of the Topic	7-8
6	Objectives of the Study	8
7	Theoretical Framework	9
8	Conceptual Framework	9
9	Methodology	10-11
10	Expected Outcome of the Research	11
	References	12-13

1. INTRODUCTION

Businesses majorly rely on three major assets – financial resources, physical resources and most importantly, people. In the words of Ricky W. Griffin: "Human Resource Management is the set of organizational activities directed at attracting, developing and maintaining an effective workforce." Human Resource Management (HRM) is an activity involving recruitment, selection, training and development, compensation management etc. Over the years, the role of HRM has changed drastically, from performing the routine activities to being personally involved with the employees, like birthday and anniversary celebrations, to laud them for their achievements, and planning family get-togethers. All this helps the organizations to retain the talent pool.

HRM concerns all the people-centric decisions in an organization. It makes sure people of the organization put up effectively and efficiently towards the attainment of organization's objectives. To achieve these goals, the most important task an organization can do is develop their people, because at the end of the day what matters is the people, and not strategies.

The major functions of HRM are categorized in three parts – operative, operative and advisory functions. Managerial functions cover planning, organizing, directing and controlling. Advisory functions include giving guidance and recommendations to top management and departmental heads. Operative functions include recruitment and selection, training and development, compensation management, performance management, employee welfare, Human Resource Management System etc.

According to David Rockefeller, "Success in business requires Training, Discipline and Hard work." The success of any business is not only measured by its financial position, but also by how skilled and motivated the talent force is.

Training

What is worse than training your employees and seeing them leave your organization? It is not training them and having them stay in the organization. Stagnant water stinks, likewise if we do not continue to learn and grow, we will be obsolete. There is always one more thing to learn.

Every organization works to hire the most talented employees. After recruitment, it becomes essential for the organization to keep them updated, ensuring that the employees are learning new skills, and continue growing personally and professionally.
In the words of Edwin B. Flippo (1989), "Training is an act of increasing the knowledge and skills of an employee for doing a particular job."Training is different from education. Training refers to learning new skills; develop the requisite attitude, and the knowledge related to that particular job. Education, on the other hand, is a long-term process. It lays the foundation of people by teaching knowledge, skills, habits, morals, values, beliefs.

The main objectives of training are to enhance productivity of the employees, build up the knowledge of employees to improve their performance, enhances job-related skills, augment job-specific attitude, upgrade the employees for taking up higher job responsibilities, simplify organizational change process, and interpersonal growth.

The organization derive numerous benefits from training like enhanced employee performance, providing better learning opportunities, boost morale of the employees, raise their job satisfaction level, encourages innovation, and alleviate employee retention.

Telecom Sector

Telecom sector comprises of the organizations that connects the world through phone and/or internet, using wires or wirelessly. In India, Telecom sector is growing exponentially over the past few years, and is the second largest in the world in terms of subscriber base of around 1.2 billion. Primary reason being ease of availability, budget tariffs, Mobile Number Portability, wide use of internet 3G/4G coverage, favorable government regulations etc.

The world seems to be working on data these days. Number of internet subscribers rose to 777.45 million (September 2020) from 687.62 million (in 2019). Indian users consumes 12GB/month data, which is the highest in the world, and is expected to grow up to 25GB/month.The total number of telephone connections has extended to 1171.72 million, which is second largest in World after China.

According to the reports of GSMA, India will be the second largest market for smartphone by the end of 2025. Telecom sector contributes 6.5% to GDP, which is expected to rise up to 8% by 2022. In terms of FDI inflow, the sector contributes 7.1% of total FDI inflow, which is the third largest in the country. 5G will prove to be a game changer for the industry and it will generate extensive opportunities in near future.

The major players in Indian telecom sector are Bharti Airtel Ltd., Reliance Jio Infocomm Ltd., Vodafone Idea Ltd., Bharat Sanchar Nigam Ltd., Mahanagar telecom Nigam Ltd. The study will be conducted on the top three telecom players in the country namely- Bharti Airtel Ltd., Reliance Jio Infocomm Ltd., Vodafone Idea Ltd.

2. LITERATURE REVIEW

Literature review is a summary of the research work done by various other researchers in the similar field. The purpose of doing literature review is to be conversant with the current research work being carried out, and recognize what is still to be investigated. It provides a foundation for the current research work and helps to recognize the research gaps.

This section is divided into three parts:

1. Training
2. Employee Performance
3. Telecom Industry

Training

This section includes the review of the research being conducted on studying the impact of training.

(Abdel-gadir & Al-jahwari, 2020)in their paper entitled “Impact of Training on Employees’ Performance: A case-study of selected private sector companies of Oman” concluded that the employees believe that training is the best way to acquire new skills. The effectively

conducted training program helps in increasing the skills, abilities, productivity and efficiency of the employees.

(Bercu, 2017)in their paper entitled “Impact of Employees’ Training programmes on Job Satisfaction” shows that there is a significant correlation between Training of the employees and Job satisfaction.

(M. A. I. Khan, 2019)in their paper entitled “Correlation between Training and Productivity: Case-study on Enterprising family of GCC”suggested that training is important for highly competitive and committed workforce and it should be integrated and implemented with the system for improved productivity. They also propounded that motivation also impacts the productivity of an entrepreneur and the enterprise.

(Paposa & Kumar, 2019)in their paper entitled “Impact of Training and Development practices on Job Satisfaction: A study on faculty members of technical Education Institutes” deduced that there is a positive correlation between Training and Job satisfaction of employees. The factors like training environment, trainers’ quality, and course design and learning experience has a significant impact on job satisfaction of the employees. Training is also proved to be an important motivator to perform better on job and result in achievement of organizational goals.

(Rabbani Khan & Siddiqui, 2020) in their paper entitled “Employee Empowerment, Teamwork and Training as Antecedents of Transformational Leadership and its subsequent effect on Organizational commitment” concluded that to fully utilize the maximum potential of the employees, organization must provide training to the employees, it will increase their job satisfaction and commitment towards the organization.

(Saha, 2013) concluded that Training helps employees to acquire new skills and knowledge, which provides better motivation and morale towards their duty. Training also improves retention of employees, thereby lowering the employee turnover rate.

Employee Performance

This section includes the review of the literature concerned with the performance of employees.

(A. A. Khan et al., 2016)in their paper entitled "The Impact of Training and Development on Employees Performance and Productivity" concluded that Training and development has a positive impact on Employee performance and productivity, and it saves time and cost. On-the job training, training design, delivery style have positive impact on employee performance, productivity and organizational performance.

(Et al., 2021) in their paper entitled "Impact of training and learning Organization on Employee Competence and its Implication on Job Satisfaction and Employee Performance of Bank in Indonesia" inferred that There is a positive influence of learning and training on the competence of the employees; a positive influence of learning organization and job satisfaction on Employee Performance. It could not prove any effect of training and competence on Employee Performance.

(Sthapit & Babita, 2018)in their paper entitled "Impact of Training and Development on Perceived Employee Performance: A case study of Agricultural Development Bank Ltd." concluded that the employees have a positive perception towards usefulness of Training and Development programs in improving their job performance. Employee Performance (measured in terms of Employee competency, productivity, effectiveness and efficiency) is closely related with the Training and Development variables.

(Akther & Tariq, 2020)in their paper entitled "The Impact of effective Training on Employee Retention: A study in Private Banks of Bangladesh" concluded that if the organization provides a well-designed training which expands their knowledge, skills and attitudes for efficient performance, bridges the gap between actual and desired performance, and improves their performance and quality, then training acts as a retention tool.

(Habon et al., 2019)in their paper entitled “Impact of Training and Development Program to Employees Performance and productivity” revealed that the respondents were able to perform their jobs better, with improved productivity as the firm provides training and development programs to a great extent.

Telecom Industry

This section includes the review of the literature of the studies being conducted in telecom Industry.

(Muhammad et al., 2020) concluded that the training given to the employees of telecom is necessary and it enhances the Employees' commitment and engagement with the organization. It is also concluded that Organizational Justice is an important factor for improving Employee Engagement in Telecom Sector in Pakistan.

(Ahmad et al., 2019) inferred that there's a notable correlation between training, supervisor's support and organizational commitment. The results also show that job satisfaction acts as a mediating variable between training and organizational commitment.

(A. A. Khan et al., 2016) in their research paper entitled “Impact of training and development of employees on employee performance through job satisfaction: A study of telecom sector of Pakistan” concluded that there is an upward shift in the performance of the employees and also skill development by imparting various training and development programs. They also emphasized that there must a cognizance amongst the employees that the gap between the expected and actual performance is minimized through these training and development programs.

After extensively studying the related literature, the researcher concluded that there is no significant evidence to support the impact of training on employee performance, taking employee motivation, and job-related factors viz. job efficiency and effectiveness, job satisfaction, competency of employees, employee retention, and productivity as mediating variables in telecom sector.

3. RESEARCH GAPS

A multitude of studies have been done on training and its impact on various parameters. These studies have given enough base to understand the concept from different perspectives. Numerous studies have been conducted on various sectors like banking, educational institutes etc. and taking assorted parameters into consideration, to study the impact of training.

After reviewing the present research work, the researcher did not find enough studies to measure the Impact of Training on Employees' Performance in Telecom sector. In the study, employees' performance will be evaluated on the basis of employee motivation, and job-related factors viz. job efficiency and effectiveness, job satisfaction, competency of employees, employee retention, and productivity.

4. RESEARCH QUESTIONS

(i) What are the different methods of training used in telecom industry?

(ii) How training needs analysis is done in special reference to telecom industry?

(iii) To identify the best three methods of training.

(iv) To determine if hierarchy affects the methods of training.

(v) Do the telecom industry uses training as a method of performance improvement?

(vi) To assess the effectiveness of online training modules, during the pandemic period, on the performance of the employees.

5. DESCRIPTION OF THE TOPIC

Training

Success of any organization depends on the quality of the Human-Resources employed. The quality and productivity of the employees can be improved by the upgradation of skills and attitude of the employees. This upgradation of skills and attitude of the employees is termed as Training. Training is also a very effective way of motivating the employees to perform better at the work place, which advances the performance and productivity of the organization. Training, not only improves the job-efficiency, but it also provides job satisfaction to the employees, as errors decrease when the employees undergo various types of training at their workplace.('The Impact of Training and Development on Employees Performance and Productivity', 2016).

In the present study, Training includes technical, behavioural, managerial training imparted to the employees in order to enhance their performance. The training will be imparted based on the specific job requirements of the employees. The study will include the employees who have been imparted training at least once in the last one year.

Employee Performance

Employees, these days are career-oriented. They prefer to work with learning organizations, where they can provide their expertise, and also work on improving themselves through various training programs. Employees and organizations, both understand the dire need to upgrade themselves to face the cut-throat competition. With expanded knowledge, skill-set, improved behavior, employees delivers better job performance leading to elevated effectiveness and productivity of the organization. (Jeni et al., 2021).

In the study, employee performance will be evaluated on the basis of motivation, and job related factors viz. job efficiency and effectiveness, job satisfaction, competency of employees, employee retention, and productivity.

Taking the above mentioned factors in consideration, following objectives have been framed.

6. OBJECTIVES OF THE RESEARCH

(i) To study the impact of Training on Employees' Performance.

(ii) To analyze the effect of Training as a motivation tool for Employees.

(iii) To access how the content, quality and duration of the training can impact the employees' performance.

7. THEORITICAL FRAMEWORK

Independent Variable(s)	Dependent Variable(s)
Training	Employees' Performance

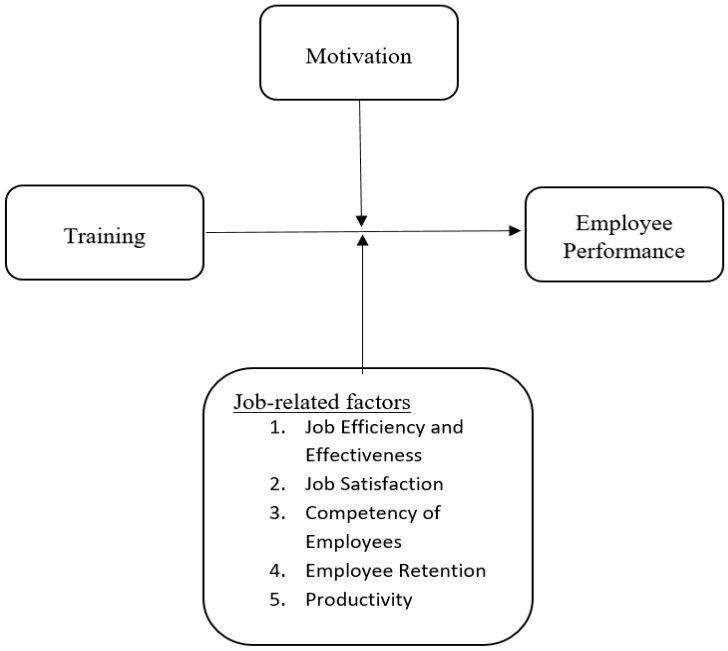
7.1 Dependent Variable - Employees' performance will be evaluated on the basis of:

a. Employee Motivation

b. Job-related factors

1) Job Efficiency and Effectiveness
2) Job Satisfaction
3) Competency of Employees
4) Employee Retention
5) Productivity

8. CONCEPTUAL FRAMEWORK



9. METHODOLOGY

Research Methodology

Research Design: Research Design is a draft for the collection, measurement and analysis of data. It is a blueprint of what a researcher plans to do.

Thyer (1993) states that "A traditional research Design is a blueprint or detailed plan for how a research study is to be completed – operationalizing variables so they can be measured, selecting a sample of interest to study, collecting data to be used as a basis for testing hypotheses and analyzing results."

The researcher will use Descriptive Research Design.

Sampling: Sampling is a process taking a selected number of items (sample) from a population. It is a technique of choosing a sub-set from the population, analyzing it and making inferences about the population as a whole.

Population – The population will include all the employees of Telecom companies' viz. Bharti Airtel Ltd. (NCR), Vodafone Idea Ltd., Reliance Jio Infocomm Ltd.

Sampling Technique –Convenience and Snowball Sampling (proposed)

Sample Size – Approx. 500 (It includes employees who have received training at least once in last one year)

Data Collection:

Primary Data will be collected through Structured Questionnaires, to be filled by the Employees of Telecom companies' viz. Bharti Airtel Ltd. (NCR), Vodafone Idea Ltd., Reliance Jio Infocomm Ltd. in NCR area.

Secondary data will be collected through the literature available on Google Scholar and through the official websites of telecom department and various telecom companies.

Data Analysis:

a. The collected data will be presented in the form of graphs and tables.
b. For Descriptive Statistics: Arithmetic Mean, Standard Deviation will be used.

c. To test the Hypotheses: Correlation, Regression, Independent t-test, F-test, ANOVA and other relevant statistical techniques will be used for Data Analysis as per the requirement of the study.

10. **PROPOSED/EXPECTED OUTCOME OF THE RESEARCH**

The framework suggested by the researcher is expected to be validated and it is anticipated that there might be a positive relationship between Training and Employees' Performance. The researcher also contemplates that Training works as a Motivation Tool for Employees.

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Kumika
Research Scholar

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